

° ROUTING AND RECORD SHEET

SUBJECT: (Optional)

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FROM:

D/OTE

1026 CoFC

EXTENSION

NO.

STAT

DATE

12 September 1985

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

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Ed,

Per our conversation. These look pretty good.

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16 August 1985

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MEMORANDUM FOR: [REDACTED]
Chief, Executive Development Staff

STAT

FROM: [REDACTED]

SUBJECT: Seminar Evaluation

Dick-

I found the course on Achieving Sustained High Performance extremely worthwhile, and would suggest that the course be offered again in the same format. From my perspective, the course successfully focused CIA management attention on the underlying environment conducive to high level performance. While this can be done in a number of ways and at various degrees of thoroughness --Program for Creative Management for example-- this course was refreshingly different in approach and was of the appropriate length for mid-level managers. One often wonders how much information is actually taken back to the office; in this case there was enough meat to get people thinking and the pace of instruction was fast enough to keep the attention of busy managers.

If other course participants share this favorable response, you may wish to consider offering the approach on an individual or group basis as part of specific team building exercises. If managers new in advance that this service was available, it may effect their perception of the value of the course of instruction they are about to receive. There were a number of questions from the group pertaining to the relevance of the instruction and my sense is that we were only given a sense of the program's utility back on the job. Again, a first class course.

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DDI/SOVA [REDACTED] (16 August 1985)

Distribution:

CIA - INTERNAL USE ONLY

15 August 1985

MEMORANDUM FOR: Robert A. Ingram, M.D.

STAT

FROM:

Chief, Executive Development Staff

SUBJECT: Seminar Evaluation

1. I would appreciate your assessment of the value to you of the Executive Development Seminar on **Achieving Sustained High Performance** that you recently attended. Your comments will help us both to determine possible ways of better adapting the Seminar to Agency needs, and to decide whether to schedule additional runnings.

2. It is primarily through your thoughtful evaluation that the Office of Training and Education can make improvements to the Executive Development Program. Please use the space below and return to: OTE/ITD/EDS, 1001 Chamber of Commerce, ATTN:

STAT

3. Achieving Sustained High Performance
Participant Evaluation

1. I enjoyed the course and thought it worthwhile. The theory that certain common features of high performance experience can be identified was new, intriguing, and seemed logical to me since the claim that one needn't alter one's behavior or style to improve performance seemed reasonable and piqued my curiosity.

2. The weakest parts of the course were the examples, which I did not think had significant impact, although this may have been due to the relative newness of the Agency. It seemed to me that the exercises could have been designed to better bring out the methodology. I don't say this would be an easy task since I have no good suggestions but it is an area which the administrators of the course might find worthwhile working on. The team exercise did not seem to me to be worth the effort but perhaps it was just our team and the situations that did not really allow us to test the principles. I realize, however, that a two-day exposure is very short to gain a good appreciation of the effectiveness of the process.

3. In summary this is a very interesting concept which I intend to apply. I thought the instructor did well and was certainly enthusiastic but the exercises could be improved. I would like a follow-up and to know whether the others in the class found the technique useful in the real world, if hopefully they, like myself, follow their good intentions and apply it over the next three to six months. I believe the course is worth presenting to others.

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3. Achieving Sustained High Performance
Participant Evaluation

Dch,
I thoroughly enjoyed the course. Both

Page Denied

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3. Achieving Sustained High Performance
Participant Evaluation

Overall I give the seminar high marks.

The instructor was quite good. She was able to blend the right amount of course material with a degree of humor and group interaction to avoid the problems of tedium and lack of class interest. The presentations were professional, and she knew her material quite well.

If the course content was to: (a) make each participant aware of the environment and characterization of their high performance experiences, (b) determine where the techniques associated with sustained high performance can be used, and (c) learn the techniques for application to others, the course was most successful!

The oxymoron that is used as a vehicle for learning is a novel and acceptable approach to self-examination and group dynamics.

I would continue and expand the seminars beyond the EDP. NOTE: As in all the EDP activities, perhaps the most important aspects are the interaction among the students. In some cases, this overshadows the seminar in importance.

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3. Achieving Sustained High Performance
Participant Evaluation

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I found the two days devoted to Achieving Sustained High Performance enjoyable and very useful. I liked the approach: the analysis of one's own past to identify factors common to experiences of high performance that one has already had. "Don't change. Rearrange!" perhaps has a bit of a gimmicky ring to it, but it serves purpose of emphasizing the major point she wishes to make, namely, that the student already has in hand, if he can only learn to recognize them, the techniques he needs to achieve sustained high performance. It is an optimistic, positive message, one that I, at least, think makes sense. Since my return to work I have already briefed my deputy on the substance of the course. I shall be doing the same to the branch chiefs today, pointing out the relevance to them personally of the approach it advocates and its utility in dealing with subordinates. I expect what I learned in the course to help me a great deal in raising the effectiveness and sustaining the morale of my component. Also, I see much to be gained, both individually and organizationally, from other senior officers in the Operations Directorate taking the course.

Afterthought: Except for instructional purposes during the seminar, I question the value of the oxymoron.

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3. Achieving Sustained High Performance
Participant Evaluation

The course is a good idea - worth offering. I do think, though, that a single day could cover the essentials. The basic ideas are useful but pretty straightforward. There were several extra refinement stages for the "pattern" that took more time than needed or worth while. Since you're dealing with senior people who've been through a wide variety of management training already, they can pick up the basic idea pretty easily. Maybe a morning covering the basic concepts of an afternoon with a couple exercises would be enough time.

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3. Achieving Sustained High Performance
Participant Evaluation

21 AUG 1985

This was a first-rate course, well worth the two days it took. The concept makes eminent sense--unlike many executive/management 'self-help' programs. The course material was skillfully organized and effectively presented. , who obviously believes in and has mastered the method, is a highly talented and intelligent instructor. Quickly gaining the confidence of the class, she kept her course structure and pace while encouraging questions and discussion. The use of exercises was unusually effective, and I found the team operation especially enlightening. I learned a lot about how I and other people work best, and about how I can turn this knowledge to good use both for myself and as a manager.

I would strongly recommend that the Agency schedule more sessions of this course, for the SIS and employees at all levels. This approach complements the recent emphasis on "the pursuit of excellence", and in my opinion promises more long-lasting improvement in productivity and morale than many of the prescriptions from that school.

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Participant Evaluation

Sorry, but I did not find it particularly useful not worth the time and effort involved on the part of all ~~involved~~ concerned.

① I kept thinking we could have covered the same material in 1/2 day.

② The symposium approached seemed ~~stuck~~ to be "strained"

③ Some insights were gained, i.e. be yourself, work to your strengths, choose subordinates to complement your weaknesses and ~~suppliment~~ ^{these were} their strengths, etc. but not really ~~that~~ new. What seemed new was the packaging. Seemed too much like a genuine or marketing approach

Instruction was by was fine - my problem was with substance. I suggest one more running regardless, then ~~Drop or kill~~

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3. Achieving Sustained High Performance
Participant Evaluation

I found this a useful seminar and would recommend it to others. I would suggest that Marsha find a way to minimize having to copy over the high performance patterns so many times. ^{example.} Use the XEROX machines, have a clerk key them in to WANGs & make changes to the copies etc. There must be a better way! I think EXECs time could be spent more productively than copying.

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3. Achieving Sustained High Performance
Participant Evaluation

A good course that gave me insights into my own performance and a few ideas to apply managerially. The first day seemed a bit slow, but things came together on the second.

: low key yet enthusiastic presentation was highly effective. I have recommended this course to other EORA SISs.

By the way, I believe this course would be useful to managers at lower levels.

Also, what about incorporating it into the SIS "Chow School" course?

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Achieving Sustained High Performance
Participant Evaluation

I found the course interesting, provocative, and well presented. It remains to be seen whether or not it will pay practical dividends, as advertised. I think that is well worth presenting to some additional groups. I think that you should also check back with attendees a couple of months after completion.

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3. Achieving Sustained High Performance
Participant Evaluation

The course presented a unique look at how we responded when we are at our best and to draw on that experience in future applications. This approach to management improvement was very beneficial and thought provoking.

I believe the course should be continued and possibly offered to the GS 13-15 managerial grade levels.